



Strategic Planning Process 2010-2013 Appendix

April 2011

A1. SURVEYS COMPLETE RESULTS (Stakeholder, Host, and Staff Satisfaction)

STAKEHOLDER SURVEY – RESULTS FROM FEBRUARY 2011

1. What is the greatest strength of the SBDC Network and its greatest weakness?

Strengths	Weaknesses
Business planning	Center business experience
Free business counseling from trained professionals	Lack of available counseling time for some clients that may need more
Counseling and training; Best infrastructure we have in Montana	Lack of funding and support from the state of Montana
Amazing assistance with business planning and referrals on non-conventional finance and other resources	Turnover of personnel and centers – makes it hard to know who you will work with and their abilities from one time to the next
Interaction between counselors and their ability to exchange ideas and information	Lack of staff to handle the cases
Good communication with SBDC network	Keeping staff on board to continue the good communication
Dispersed network that reaches all parts of the state, both urban and rural; Also the professional counseling that would not be available otherwise in many locations if not for the SBDC network	Lack of leadership at the state level, lack of funding from the State, communication difficulties between the Lead Center and the host agencies and ongoing turmoil in the Network that sometimes overshadows its good work and take more energy than warranted
Knowledge of personnel (Dan Anderson, Rebecca Engum) and hands-on approach to helping businesses (willingness to travel)	Coordination/communication with other business support programs – not fault of SBDC, but an issue for all economic development programs in the state of Montana
SBDC Directors (a tremendous resource) and their ability to work with a wide variety of business clients	Inability to pay the SBDC Directors a wage commensurate with their impact on the communities they work in
Business advisors who are in touch with local market conditions	Some hosts missions do not match up with the mission of the SBDC and therefore the program doesn't end up being as successful as it could be
Their ability to assist companies in: Debt analysis, restructuring debt and negotiating on that; Business plan development, helping start-up companies; Financial advice, analysis, recommendations for hands-on assistance in getting the books organized and sorted out, etc.; Benchmarking comparable firms for analysis of our own local companies and showing the owners the potential; Financial best practices, structured, written down, etc., showing small business how it's done	High turnover in SBDC offices leading to a lack of continuity, gaps in services, etc., pay these folks better; Limited resources – one SBDC person for a significant sized area with many firms
The greatest strength is the dedication of the counselors to their business clients.	The greatest weakness is lack of focus or establishing priorities.
Some very high quality counselors	Some not so high quality (counselors)
The SBDC has a network of community based partners who understand the needs of their community members. The SBDC Lead Center location at the Montana Department of Commerce is the key element in this network because it is the central organization providing business and economic development in Montana.	With some of the community based organizations there is a lack of alignment with the needs of the SBDC Directors. Typically these organizations are focused more on economic rather than business development. The key elements of business development are technical assistance and lending and the community relationships that may be leveraged to support this. At the Department of Commerce there is a need to recognize and support the SBDC Lead Center both as an organization and by funding.
Greatest strength is the expertise of counselors that is available to the public and businesses for assistance.	Greatest weakness is conformity of materials and templates used to help the clients develop business plans, financial projections, loan packages, or strategic plans
Greatest Strength is a dedicated bunch of intelligent Managers and Directors throughout the State.	Greatest weakness is lack of sufficient funding to enable state staff to do their job to the fullest.
It is a terrific resource to help small business that isn't available in many areas or is too expensive for most small businesses to attain through other means.	The greatest weakness would be the less than desired funding coming from the State of Montana to leverage this most productive assistance program.
Our greatest strength is the people in the network. We have varied backgrounds and can offer great services to entrepreneurs in Montana.	
Free and confidential business counseling available to all regions of Montana is one of the Strengths of this program.	Our greatest weakness is our structure, which limits SBDC services. Many SBDC centers don't have proper support to be completely successful since some host agencies don't

	value the SBDC and often use the monies to allocate it to non-SBDC services. Also, there seems to be no set standards for deliverables for counselors. I believe that some counselors project low impact numbers so they can easily meet them. Some counselors meet with very few clients whereas others meet with a lot more. Of course, you have to take into account the urban/rural factor, but I think our impacts are much greater if all counselors tracked them on a regular basis.
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2. What is the biggest challenge you face in providing services to business clients in your region?

Answers	
Teaching the importance of leadership to the business	Probably lack of knowledge by businesses about the services that are available and the lack of an 'early warning system' for businesses that could use assistance before they fail; The lack of a strong BEAR program in properly serving business clients in our area
Travel time, distance, expense	Developing good organizational structures for businesses (personnel management, hiring/firing, etc.)
Making services known to them and reminding them of options on a regular basis – tuning them into opportunities that will enhance their efforts BEFORE it's too late	Time to sit with each individually, and distance from our office
Providing counseling to the outlying areas due to travel budgets and time	Balance of meeting demand in high activity markets while maintaining quality counseling
Continuous staffing	Wide territory, many clients with many needs; and not enough time to get to all of them by myself or through our significant 3 rd party consultant network
High travel expenses	Being able to provide quality, timely service to the client. Cannot handle all of the clients and balance work load requirements with the available personnel.
In a very rural setting educating the clients in all the information and resources available to them	Trying to service all of my client load by myself
Engaging clients with greatest potential for growth and finding resources to meet growing client demand.	Understanding my business and business model
My region is state-wide. If I look at the communities my program is most involved with – Native American business ownership- the greatest challenges are: 1) Lack of support from tribal governments; 2) Inadequate capital to start or grow a business; 3) A need for capital that has less stringent underwriting requirements; 4) The need for capital before the loan—equity; 5) Lack of community infrastructure; 6) Lack of a business community that reflects success, passion and value of business ownership.	I think the biggest challenge is the high demand for SBDC services in the area. The center could always do more with more monies to hire additional counselors.

3. What goals do you have for the SBDC network?

Answers	
Continue to be there for small business persons	Better communications, added funding from the State, and more interaction between SBDC counselors, the Lead Center and host agencies. Also to be recognized as the 'go-to-place' for business counseling and advice.
Continue to provide high quality counseling and training	Engage with them more often – think about using them when working with customers
More unified face – operating more like a network than distinctively different ED centers. That would make it easier to integrate clients into the services offered and to do network-wide marketing and opportunities.	Pay the SBDC Directors more; More outreach/advertising to the community in which they work –they continue to be a deep dark secret to many business owners
Network has goals of creating jobs, meeting a set number of counseling Cases, increasing business starts and providing a set amount of capital infusion.	That the network find 100% of its hosts who are both in line with mission and interested in building capacity in their center (and thus better service)
Our SBDCs do a great job providing technical assistance to small business start-ups. I would hope that we can maintain staffing to be able to make site visits to SBDC offices.	Work closely with the local person to maximize our collective impacts with clients; provide us with RMA financial data when we are doing costing and benchmarking work with our client companies
Continue to host the SBDC and identify options to increase funding, visibility and production	Providing a consistent message to the client

To turn it into a true network, lower administrative costs so more resources can be put into counseling, and increase quality and value to clients	The principle goal is to continue what they are currently doing – serving through technical assistance and gap lending their communities. The greater goal is (that) the network has the funds to insure they have the staff to meet these goals. The second goal is to have community organizations whose goals are aligned with these goals.
Create a good relationship with the banking community. Creation of an image of a quality resource that is available to the public, based on past performance.	To prepare my clients to position themselves to be ready to perform on a government contract.
To be larger.	I think the next big thing is to create a more cohesive SBDC network. The centers vary and sometimes, there can be different interests depending on whether the center is urban/rural or how it is influenced by the host agency.

4. Can you identify trends and issues currently impacting small business owners today in your region? How will this affect the SBDC network in the future? For instance, in the current economic climate, are there more small businesses starting or is there a decrease? Are small businesses in your region hiring or laying-off employees?

Answers	
Current economic climate in general and in Montana is not that great for economic activity; hence maybe more survival strategies and training could be in order for business people	See question 2 – seems like a lot of companies really looking at organizational structure lately
SBDCs need to be more aware of the grant funding opportunities since conventional funding lines are limited. Seems to be more interest in business start ups as people try to be less vulnerable in working for others or getting hired. Would help to have SBDCs more informed on how to establish competitive advantage as a new business.	The economy does continue to be a challenge, particularly in the Flathead and Gallatin areas. Having said that, while some businesses are downsizing or closing, many are nimble enough to be able to reorganize and keep going!
The biggest issue facing Montana is the recession. Along with that the businesses are laying off employees and the number of businesses starting up are less than the number closing	Up-tick in business starts interest and successful financing
We see challenges in finding funding for small business start-ups. In the past 2 years there have been fewer applications for program funding, however, our state fosters innovative small businesses that need technical assistance and direction to get set-up.	The need to help companies survive during the down turn in the economy is critical, so when the demand comes back they are still there. Supporting the growing technology sector is also very important, with funding, employee training, and many other growing company needs. The technology sector in Gallatin County is an example, especially the photonics sector (growing). Small business financing and access to funds to grow the business – is critical over the next few years. Worker comp rates are highest in the nation!! Finding new markets and products/services for our companies that have done well when the construction industry isn't good, is important.
Trends include the negative impacts of a 'psychological recession' on businesses as they become more conservative because the national economic downturn; more restrictive access to capital by banks, particularly national banks.	
Most current businesses are treading water. They fear any risk or decision due to "mixed messages" out of Washington DC. Very few are adding employees as most are waiting to see "what the rules are." To setup a measurement mechanism, we are implementing a Small Business Survey Committee within our host agency service region. These small business owners will volunteer their time to respond to timely survey questions from the host agency. Their responses will assist in the communication and delivery of services from appropriate public, private and non-profit sector parties.	In the Indian communities of Montana the greatest issues are population growth which is much higher than non-Native population growth, a greater urban Indian population, and a higher number of Native Americans involved in higher education. There will be a continued need for the SBDC network to address Indian issues either through a centralized program under the SBDC such as the Entrepreneur Development Program that is creating networks that mirror the SBDC with technical assistance and lending or specialized programs such as the Indian Equity Program and a program that continues to work closely with the SBDC Directors and their community based organizations to serve these same partners. Over the next twenty-five years we will see a growth in Native American owned businesses that will exceed the growth of non-Native businesses.
Fast growth in the oil industry in Eastern Montana has depleted the workforce for secondary business.	More small business start-ups. Small businesses in area will be adding employees this spring.

Job creation by existing and new small businesses is critical to addressing Montana unemployment.	A difficult economy
The availability of capital is the toughest challenge. There are many start ups and existing businesses that are strangled by limited capital that stalls the economic growth of small businesses.	One major trend is obviously the slow economic growth which is making it harder for some businesses to be financially viable. Many businesses are unable to get financing. (Poor credit)

5. What do you think are the most important factors (opportunities or threats) that will affect the organization in the next 2-5 years?

Answers	
<p>Opportunities: always an opportunity for the SBDC's to help make deals happen that otherwise would not get off the ground and of course the ongoing opportunity to facilitate projects that are going to happen.</p> <p>Threats: legislators, business people, and others that don't understand the value of the network. Tightwad administrators that underpay good SBDC counselors.</p>	<p>Concern over continued lack of leadership at the State level to advocate effectively for the needs of the statewide SBDC network.</p> <p>Stretched SBDC counselors in urban areas as population continues to grow.</p> <p>Communication difficulties between Lead Center and subcenters, including host agencies.</p>
Funding opportunities – match for the network	Recession still in effect in Montana
Unsettled economic and political fronts	<p>Funding – threat</p> <p>Time for counselors – threat</p> <p>More businesses starting up – opportunity</p> <p>Marketing - opportunity</p>
The biggest factor that will affect the organization is funding at the state and federal level due to the anti-government sentiment. The organization is also going to see an increase in need for services but will not have adequate staff to respond to those needs	<p>Finding a balance between service for the high growth areas of the state and service for the more rural areas.</p> <p>Coming budget cuts</p>
I see our organization as having budgetary challenges for the next several years.	<p>-Employee turnover and getting good people on your team, that you can retain. It costs over 1 year of professional person's salary to replace one of your SBDC specialists.</p> <p>-Financing business: sources, strategies, low cost opportunities, cost sharing opportunities, etc.</p> <p>-New markets, new ways of reaching new markets, social media stuff, using technology and the internet to grow business, smart web site design, and all the related IT matters this contains.</p> <p>-Make your web site more functional for clients, with resources, links information, self assessment tools, best practices, etc.</p>
Lack of funding (either state or federal) to go forward.	State support
Rather than just talking about importance of small business, state needs to invest significantly more resources in this network, even if it is at the expense of other economic development programs.	<p>Threats:</p> <ol style="list-style-type: none"> 1. Decrease in either or both Federal and State Funding. 2. A change in management at the Department of Commerce that does not reflect the current management success either through poor leadership or changes in policy at the Department. 3. Decline in quality of local directors because of inadequate pay or lack of organizational commitment. <p>Opportunities:</p> <ol style="list-style-type: none"> 1. Increases in funding to raise the level of services. 2. Continue to serve as the center of small business development both locally and state-wide through the community based organization and the SBDC at the Montana Department of Commerce
A perception by the public and the banking community that the SBDC do not provide a valued quality service to the community and the banks.	I think the biggest factor that will affect the organization is our structure. The structure can really hinder the branding of the SBDC. It's difficult to develop a brand for the network (like other states)
Economy, market, employees	Budget and match requirements

6. Are there other organizations providing the same type of services as the SBDC? Does this affect (positively or negatively) SBDC services in your area?

Answers	
Yes, SCORE to name one. They should be used as a resource by the SBDC.	There are none, which points to the critical importance of a healthy SBDC Network and quality subcenter counselors.
WBC Bozeman; not negative impact. Accountants in general; no negative impact. Most SBDCs can provide much better service at no cost in regard to business planning and projections.	None that's I'm aware of.
Non-SBDC ED offices that create confusion for companies as to what they get at each. The competition could be favorable but it seems to have the impact of diluting company perception and engagement.	CRDCs – but there seems to be enough work for all.
Yes, but they do not affect the SBDC services and the need for them.	BEAR Ag devo center No real positive or negative effect, but having so many programs in different orgs does confuse the end user.
SBDCs provide a unique service. Our state has economic development organizations that provide complimentary services, but not necessarily the same services.	Not really, but I sometimes wonder who to call – the SBDC or Prospera? The SBDC or the Dept. of Commerce. When the RDO program was around, it was more confusing who to call. That was resolved by the Governor, when he canned the program.
None! The SBDC is the only game in town.	Yes, there is duplication of services. Not that it is bad, because the center cannot handle all of the clients. But there is a duplication of services, and inconsistent handling of customers.
No	None that do not charge fees.
No	Consulting firms and accounting firms. Very expensive.
Most of the Indian communities have some kind of business technical assistance and lending. The SBDC's have provided a solid support system to these organizations	There are some organizations in the rural counties that are providing similar services but this does not impact SBDC. There is plenty of demand for counseling so the more the merrier.

7. To what extent is the SBDC performing its mission in helping small businesses succeed in Montana?

Scores		Comments
Overall Score for 19 responses.		<ul style="list-style-type: none"> - It would be more if businesses would utilize the service. - Uneven results from one area to the next - Our SBDCs are excellent - Excellent resource for Montana – from the perspective of the centers that I deal with - I have limited knowledge but my local person is doing good work and we appreciate it. - Creating value, but need to continue to improve and expand - Superior service
1 = Great Extent	11	
2 = Moderate Extent	8	
3 = Small Extent	0	
4 = None	0	

8. Regarding the SBDCs mission, what in your opinion, should the SBDC network be doing to attain or maintain a high rating?

Answers	
Give excellent customer service to anyone walking through the door, regardless. Provide the best training possible to everyone in the network and hire qualified people.	Continue to provide outreach and training.
Continue to provide excellent customer/client service – responding to the needs of the small businesses in his/her respective areas.	Hire the best people possible as SBDC counselors and assure that they Network, in its entirety, has the resources it needs to succeed.
Not sure exactly what leads to a 'high rating' so can't comment	<ul style="list-style-type: none"> - communicating impacts up to decision makers - proactively managing the network to accommodate changing market demands - encouraging the recruitment of engaged and supportive hosts
Try to advocate for additional staff to provide services in underserved areas.	Keep up the good work. The business resource guide is in work, thanks for that. You may want to charge a small fee for your assistance; it may lead to a higher satisfaction rating, more clients implementing your recommendations, and it can weed

	out the clients that are not going to take action but rather waste your time.
Continue the expectation of high customer service and training	Keep doing what you are doing. Keep service levels at the current level of professionalism.
See above	IDK?
Continue to provide services at the current level. Look for additional funds for training and staff that will support these services.	I think our main mission is to provide the best customer service to small businesses. This means providing quick and effective service, which aligns with higher impacts in terms of jobs created, retained, capital infusion, etc. I think some people's systems of counseling could always be improved. More systematic processes so the networks to some extent look similar.
Recruitment of qualified counselors and training. This would require higher salaries to attract better qualified applicants. Continued training is very valuable for the counselors. The SBDC centers really need additional personnel to be able to handle the work load effectively. Tight budgets keep this from happening.	

9. Please feel free to add any additional comments or suggestions.

Comments
<ul style="list-style-type: none"> - Keep up the good work! - Electronic Newsletter - Let's not forget about the Barnard Plan - The Montana SBDC system, through the leadership of the Montana Department of Commerce Lead Center and the regional SBDC Directors, is an invaluable resource for the small business owners of Montana. - SBDCs are a tremendous asset to the Montana business community.

HOST SURVEY – Results from February through June 2011

1. Do you feel that the SBDC Business Advisor is assisting start-up businesses to successfully establish their business?

Scores	Comments
Yes 9	- It is very important that Host Agency understands and is involved in setting and updating the priorities of the SBDC Network before decisions are made regarding those priorities. In other words, if the Network thinks that the focus should be on "tier-two" businesses, mentorship programs, etc. that strategy-level discussion should involve the host agency
No 0	
No response 0	

2. Do you feel that the SBDC Business Advisor is helping local business owners manage their businesses successfully?

Scores	Comments
Yes 9	- Within the context of the requests they receive from business owners.
No 0	
No response 0	

3. Do you feel that the SBDC Business Advisor is helping you achieve your unique goals and objectives for your organization?

Scores	Comments
Yes 9	- The mission of the SBDC and the mission of the MCDC are closely tied and therefore having our goals match is very easy and makes for a far more effective program.
No 0	
No response 0	

4. Do you feel that the SBDC you host is worth the investment you are making in supporting staff and facilities?

Scores		Comments
Yes	9	<p>- No question that this resource is worth every penny that we invest into it. It's one of the most useful "Tools in the Toolbox"</p> <p>- Absolutely. The SBDC is key to our clients success.</p> <p>-Absolutely, however, anything that can be done to further decrease the administrative and network meeting time in order to focus more time on clients would be greatly appreciated</p> <p>-Continue to do the good work of counseling new entrepreneurs and existing business owners regarding their special concerns and needs. Offer specific trainings to the business community that are relevant and needed by business owners. Communicate effectively with bankers to let them know about the services of the SBDC</p>
No	0	
No response	0	

5. What should the SBDC do to maintain or attain value for your organization?

Answers
-Focus on higher impact clients
-Additional training classes
-Continue to do the good work of counseling new entrepreneurs and existing business owners regarding their special concerns and needs. Offer specific trainings to the business community that are relevant and needed by business owners. Communicate effectively with bankers and let them know about the services of the SBDC.
-Keep doing what it's doing
-Current trajectory is great – appreciate everything that is happening now
-Reporting and compliance are not a problem and has been made really easy by great staff at the lead center.
-The current funding configuration is insufficient to support a 10-center network. The state center should seriously consider adopting a PTAC-like pay schedule that recognizes: time-in-position and credentials achieved that support a higher quality consulting experience, and then adjusts the sub-center appropriation accordingly. This will improve employee retention. Another, but perhaps less desirable, alternative is to reduce the number of sub-centers in the state
-The greatest value the SBDC provides is the one on one counseling services to small business
-It is very important that Host Agency understands and is involved in setting and updating the priorities of the SBDC Network before decisions are made regarding those priorities. In other words, if the Network thinks that the focus should be on "tier two" businesses, mentorship programs, etc. that strategy-level discussion should involve the host agency

6. How can we prevent employee turnover in the SBDC Network?

Answers	
-Use the same strategy you would use to retain any employee (i.e. fair pay, benefits, challenging work, pleasant work environment, etc.	
-Not sure. We provide excellent training and benefits so some of this turnover is due to the fact that the SBDC Directors are very visible in the business community thus they are naturally desired by the banking community.	
-Work toward a well-functioning statewide entity that allows local SBDC directors the leeway to manage their operations in a way that is consistent with local conditions. Reduce all unnecessary administrative burdens without compromising the autonomy of the local centers. Prove strong leadership at the state level.	
-Make sure they have support of colleagues in other places; perhaps start a website or email list where counselors can post questions to fellow counselors?	
-Provide perks or bonuses to individual counselors who reach longevity milestones.	
-I don't see turnover as a problem currently, though certainly making employees feel as though they are valuable. This is done in the following ways: <ul style="list-style-type: none"> • being a part of the host agency team (i.e. having similar missions so the advisor does not feel as though they are working alone) • knowing your services are vital to the community and the organization you work for • being paid what you are worth 	
-We need to treat the SBDC Directors with respect and allow them the flexibility needed to service their particular region	
-Compensation should be in line with scope of responsibilities and service area.	
-Competitive pay and benefits based on skills, experience and results. Supportive work environment and opportunities for professional development and career growth. Host organizations should look at the SBDC program an integral part of economic development efforts and not just a separate program that rents office space. Each host organization should be held responsible for its contractual obligation rather punishing all organizations for the inadequacies of a few	

7. Are you satisfied with how the Lead Center communicates with the host agency directors?

Scores		Comments
Overall Score for 9 responses	2.4	<ul style="list-style-type: none"> - Could be better - There is significant room for improvement with regard to ongoing communication between the Lead Center and the host agencies.
1 = Very Satisfied	1	
2 = Satisfied	2	
3 = Somewhat Satisfied	1	
4 = Not Satisfied	1	

8. Do you feel that the SBDC network provides you with mutually beneficial relationship?

Scores		Comments
Overall Score for 9 responses	1.4	<ul style="list-style-type: none"> - It's a great partnership - Absolutely <p>Quarterly meetings have become more valuable. As executive director I question whether time and travel is worthwhile in terms of professional development. I feel too much of the attention of the network is given to problems of a small number of host organizations and that the network could operate much more efficiently</p> <p>Competitive pay and benefits based on skills, experience and results. Supportive work environment and opportunities for professional development and career growth. Host organizations should look at the SBDC program an integral part of economic development efforts and not just a separate program that rents office space. Each host organization should be held responsible for its contractual obligation rather punishing all organizations for the inadequacies of a few...</p>
	3	
	2	
	0	
	0	
1 = To a Great Extent		
2 = To a Moderate Extent		
3 = To a Small Extent		
4 = Not at all		

9. Are you satisfied with the working relationship between the Department of Commerce and the host agency directors?

Scores		Comments
Overall Score for 9 responses 1 = Very Satisfied 2 = Satisfied 3 = Somewhat Satisfied 4 = Not Satisfied	2.0	<ul style="list-style-type: none"> - The Department of Commerce adds unnecessary bureaucracy - Outside the confines of the concerns indicated above with the Lead Center, there is a very functional, relationship with the Department. - Don't know about this one since I am not a Director -The Department of Commerce adds unnecessary bureaucracy -I don't know if this is a DOC of SBA issue, but the paperwork burden for this program is exponentially higher than the other economic development contracts we have, which include contracts with the US Department of Defense, City of Kalispell, and another MT DOC contract. Is all that paperwork really necessary? -Again, appreciate the funding, and definitely not looking for more meetings. But, I do think it is useful to hold conference calls or discussions so the state center gets a better understanding of how the program fits into the organizations overall economic development efforts
	1	
	2	
	1	
	0	

10. Please briefly describe the value you derive from the Montana SBDC program and list suggestions for adding value to your agency?

Answers
We look at all of our programs as being "tools in the toolbox". The SBDC program fills an important niche in our outreach to new and/or small businesses.
<ul style="list-style-type: none"> - The value of the SBDC program is significant and revolves around the technical assistance they provide to businesses and entrepreneurs. They are particularly useful for the many at-risk clients that need special help in starting or expanding a business. - - There is always room for more outreach to broadcast the services of the SBDC to those who may need their services.
Name recognition of SBDC and referrals; webcats system is good for keeping data and analyzing data; other good tools such as profit cents and webnet research
<ul style="list-style-type: none"> -The SBDC is integral to our organization and our ability to serve our clients and the community. -There needs to be greater fixability at the host-agency level to shade the work plan of the SBDC. Or, the work plan of the SBDC should be a plan that is developed in collaboration with the host. Our local business community does derive great value in having an SBDC. It's a great tool. Together we need to more effectively market our SBDC program. -We characterize the SBDC as the gateway service to a host of other business development services here at the Chamber and the Flathead Regional Business Center. That is because the SBDC is often the entry point for a variety of other helpful, but less well-known services. Additionally, the SBDC is often the glue that pulls together other important, but more narrowly focused services. This is a valuable ability to the other cooperating agencies in our market -Funding is the greatest value as well as access to tools that make us more effective and efficient. This has allowed us to now look at significantly expanding our support of entrepreneurial efforts. But, I think it's time for some host organizations to work together to take things to the next level. We have barely scratched the surface of what we can do in Montana to support start-up and expansions. Recommend that Lead Center look at an improvement of the delivery of services through reducing host organization and having multiple counselors within each host. This should increase the amount of time available for training and counseling, as well as professional competency of counselors. If it was a true network, for instance, we could hire a variety of expertise that could be better shared statewide. We could hire an ag processing specialist; furthermore, expanded use of online technologies to deliver counseling and training would increase productivity and better serve rural areas.

11. How would you rate the SBDC's value to your institution and your overall satisfaction with the SBDC?

Scores		Comments
Overall Score for 9 responses. 1 = Very Satisfied 2 = Satisfied 3 = Somewhat Satisfied 4 = Not Satisfied	1.6	<ul style="list-style-type: none"> - Again, the funding is irreplaceable, and is appreciative of the State's support of the program. Entrepreneurship is a critical component of our economic development strategy
	2	
	3	
	0	
	0	

12. Are there other questions we should have asked? Please feel free to add any additional comments or suggestions.

Comments	
<ul style="list-style-type: none"> - The SBDC Director does an excellent job and exhibits great patience in working with business owners -Should have asked "What can host organizations do to strengthen the network?" "What can host organizations do to attract and retain great counselors?" -The Lead Center should consider holding aside some funds each year to seed new ideas and innovations by host organizations to increase the impact of SBDC. Lastly, I think the network should explore closer ties with the University System as a resource for the network and the clients. As well as looking at partnerships beyond Montana and outside the National SBDC network 	

STAFF SATISFACTION – Results from February 2011 through June 2011

1. Do you plan on being a long-term employee or partner in the SBDC program?

Score	Comments
Yes	6
maybe	2
No response	0

2. Does the SBDC Host Agency Director listen and respond effectively to any complaints or grievances you submit? Are you motivated to excel at your job and even do more than you are asked to get the job done?

Score	Comments
Yes	8
No	0
No response	0

3. When traveling for outreach, do you feel safe and secure everywhere you go?

Score	Comments
Yes	7
no	1
No response	0

4. Are you satisfied with your Lead Center staff?

Scores	Comments
Overall Score for 8 responses	<ul style="list-style-type: none"> - The SBDC needs to have more stability and strength in the MTDOC. The SBA provides most of our funding and the DOC seems to want to control everything. The MTSBDC needs to have better communication with the DOC and has to better demonstrate better who we are and what we have to offer them.
1 = Very Satisfied	
2 = Satisfied	
3 = Somewhat Satisfied	
4 = Not Satisfied	

5. How can your Lead Center better assist you?

Answers
<ul style="list-style-type: none"> - Provide consistent monthly happenings and updates to the SBDC network in MT and Nationally. - Provide feed back throughout year as to how each center is doing, good and bad? Not micro management but just some thoughts as compared to other centers. - Clearer description of the money in the network. Where is it going? What is it for? Where is it staying? - More proactive approach to deadlines and timely projects.
The Lead Center isn't the problem. The real problem is the lack of support from the Department of Commerce.

6. Are you satisfied with your host agency supervisor or manager?

Scores		Comments
Overall Score for 8 responses		
1 = Very Satisfied	4	
2 = Satisfied	1	
3 = Somewhat Satisfied	2	
4 = Not Satisfied	1	

7. Do you feel that the SBDC network provides a mutually beneficial relationship?

Scores		Comments
Overall Score for 8 responses		
1 = to a great extent	2	
2 = to a moderate extent	4	
3 = to a small extent	1	
4 = Not Satisfied	1	

8. Do you feel the host organization provides you with a clear road map for career progression and opportunities for success?

Score	Comments
Yes 6	
No 2	
No response 0	

9. Are you satisfied with your work environment, in terms of health, safety and comfort?

Scores		Comments
Overall Score for 8 responses		
1 = Very Satisfied	4	
2 = Satisfied	4	
3 = Somewhat Satisfied	0	
4 = Not Satisfied	0	

10. Does the host organization's rewards and recognition system motivate you to do excellent work and to remain loyal to the host organization for the long term?

Score	Comments
Yes 7	
No 1	
No response 0	

11. Do you feel that your work environment provides for good ergonomics (e.g. comfortable and safe equipment, furniture, work layout, etc.

Score	Comments
Yes 8	
No 0	
No response 0	

12. Do you feel that your work environment provides for comfortable space, rest rooms, eating places, etc. for both men and women who work together?

Score	Comments
Yes 7	
No 0	
No response 1	

13. Do the host organization's resources (computers, supplies, information, web access, etc.) enable you to satisfactorily perform your assigned job and responsibilities in our SBDC network?

Score		Comments
Yes	6	Getting better. Needs more emphasis on training
No	1	
No response	1	

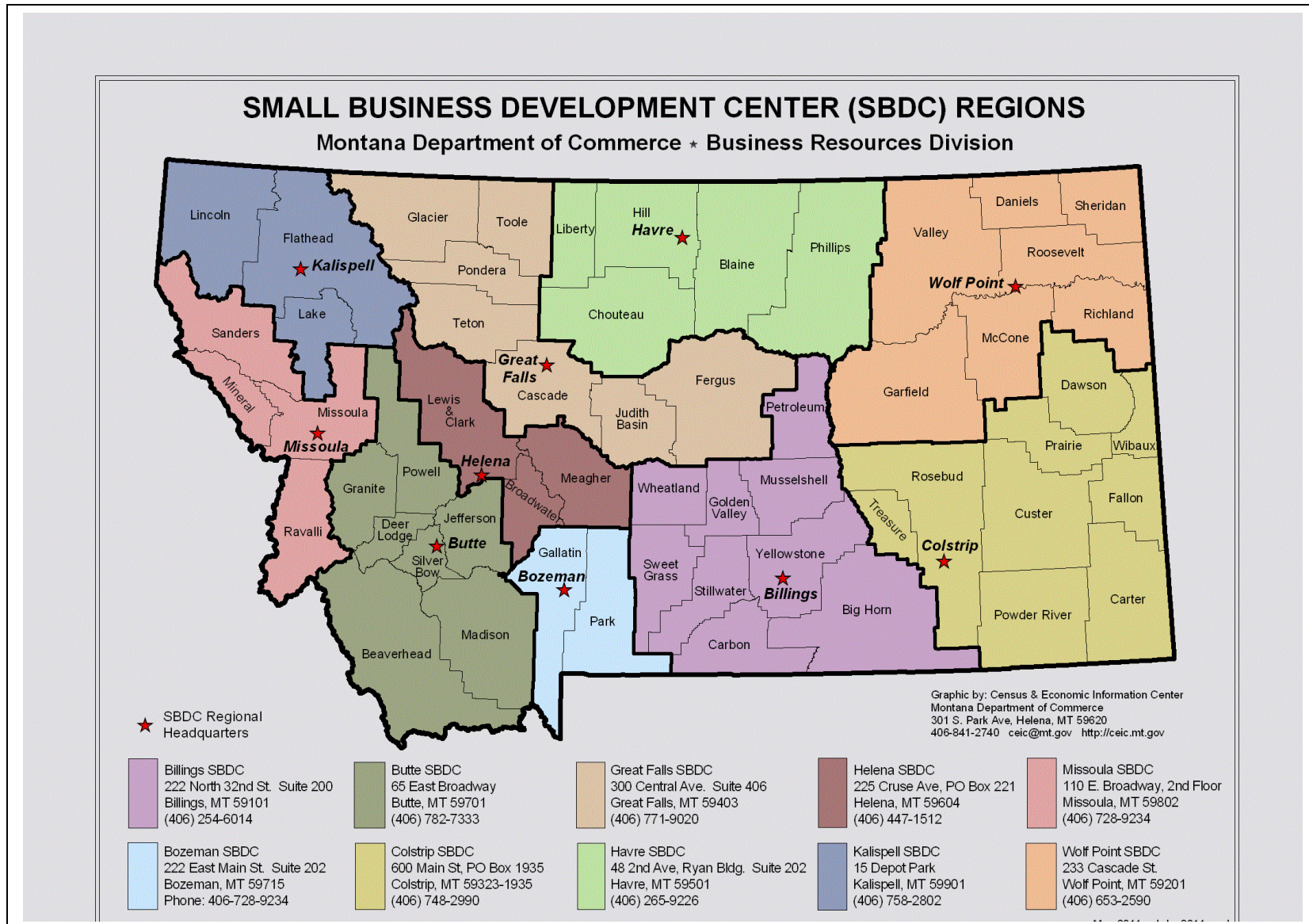
14. Do you feel that the work space provided to you is a good place to conduct business with clients and is a welcoming, professional-looking location?

Score		Comments
Yes	8	
No	0	
No response	0	

15. Are there any other questions we should have asked? Please feel free to add any additional comments or suggestions.

Comments
<ul style="list-style-type: none"> • What concerns do you have regarding your host organization's relationship with the Lead Center? • Do you agree that the Host Organization works well with the Lead Center? • What can the lead center do to manage your Host Organization?

A2. Small Business Development Center Regions: map



A3. MONTANA REGIONAL SBDC SERVICE CENTERS PROFILES

Population, Area, and Business Size

KALISPELL SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	7%	14%	17%	17%	15%	13%	17%
Region Total	10,191	139,361	13,912	3,707	1,079	1,039	19,737
Flathead	5,086	90,928	9,815	2,693	797	807	14,112
Lake	1,490	28,746	2,241	568	148	134	3,091
Lincoln	3,613	19,687	1,856	446	134	98	2,534

MISSOULA SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	6%	17%	18%	17%	17%	17%	18%
Region Total	8,964	165,147	14,592	3,783	1,182	1,366	20,923
Mineral	1,220	4,223	356	80	29	16	481
Missoula	2,593	109,299	8,881	2,395	835	1,068	13,179
Ravalli	2,391	40,212	4,255	1,043	250	223	5,771
Sanders	2,761	11,413	1,100	265	68	59	1,492

BUTTE SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	11%	8%	8%	7%	8%	7%	8%
Region Total	16,294	81,947	6,225	1,624	542	560	8,951
Beaverhead	5,542	9,246	866	226	67	69	1,228
Deer Lodge	737	9,298	523	141	44	64	772
Granite	1,727	3,079	344	76	19	14	453
Jefferson	1,656	11,406	981	187	43	46	1,257
Madison	3,587	7,691	977	301	53	32	1,363
Powell	2,326	7,027	521	100	35	26	682
Silver Bow	718	32,200	2,013	593	281	309	3,196
BOZEMAN SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	4%	10%	14%	16%	14%	14%	15%
Region Total	5,406	105,149	11,808	3,674	975	1,115	17,572
Gallatin	2,603	89,513	9,823	3,137	838	999	14,797
Park	2,803	15,636	1,985	537	137	116	2,775

HELENA SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	5%	7%	7%	6%	6%	7%	7%
Region Total	7,043	70,898	5,725	1,379	432	591	8,127
Broadwater	1,193	5,612	413	106	23	23	565
Lewis & Clark	3,459	63,395	5,122	1,225	397	560	7,304
Meagher	2,392	1,891	190	48	12	8	258

GREAT FALLS SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	12%	13%	10%	9%	12%	12%	10%
Region Total	17,715	125,934	8,248	2,104	822	950	12,124
Cascade	2,698	81,327	4,818	1,291	531	718	7,358
Fergus	4,340	11,586	1,065	275	95	85	1,520
Glacier	2,996	13,399	731	145	58	50	984
Judith Basin	1,870	2,072	188	43	9	2	242
Pondera	1,623	6,153	459	94	50	31	634
Teton	2,272	6,073	587	139	38	26	790
Toole	1,916	5,324	400	117	41	38	596

HAVRE SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	12%	4%	3%	3%	3%	3%	3%
Region Total	17,669	34,992	2,225	662	187	204	3,278
Blaine	4,228	6,491	385	99	27	21	532
Chouteau	3,972	5,813	397	112	24	15	548
Hill	2,898	16,096	950	302	102	135	1,489
Liberty	1,430	2,339	138	52	12	5	207
Phillips	5,140	4,253	355	97	22	28	502

BILLINGS SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	13%	19%	17%	18%	18%	20%	17%
Region Total	19,450	191,767	14,048	3,911	1,254	1,640	20,853
Big Horn	4,995	12,865	551	136	46	45	778
Carbon	2,049	10,078	1,031	309	61	50	1,451
Golden Valley	1,175	884	101	15	2	1	119
Musselshell	1,868	4,538	385	86	19	15	505
Petroleum	1,655	494	35	9	3	0	47
Stillwater	1,795	9,117	773	194	46	34	1,047
Sweet Grass	1,855	3,651	412	106	28	20	566
Wheatland	1,423	2,168	164	40	11	7	222
Yellowstone	2,633	147,972	10,596	3,016	1,038	1,468	16,118

COLSTRIP SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	16%	4%	3%	3%	4%	3%	3%
Region Total	23,028	38,605	2,755	703	261	263	3,982
Carter	3,341	1,160	94	22	5	3	124
Custer	3,783	11,699	791	220	87	103	1,201
Dawson	2,371	8,966	637	176	60	74	947
Fallon	1,621	2,890	286	76	32	25	419
Powder River	3,297	1,743	148	48	15	6	217
Prairie	1,737	1,179	94	26	8	2	130
Rosebud	5,010	9,233	538	94	46	43	721
Treasure	977	718	69	18	2	2	91
Wibaux	889	1,017	98	23	6	5	132

WOLF POINT SBDC							
COUNTY	SQ. MILES^	POP. APRIL 1, 2010	ESTAB. 0 EMPLOYEES*	ESTAB. 1-4 EMPLOYEES	ESTAB. 5-9 EMPLOYEES	ESTAB. >10 EMPLOYEES	TOTAL ESTAB.
State Total	145,546	989,415	81,999	22,301	7,008	8,009	119,317
% of State	14%	4%	3%	3%	4%	3%	3%
Region Total	19,786	35,615	2,461	712	267	251	3,691
Daniels	1,426	1,571	142	43	20	10	215
Garfield	4,675	1,206	118	25	1	6	150
McCone	2,643	1,734	146	35	12	9	202
Richland	2,084	9,746	726	253	100	102	1,181
Roosevelt	2,355	10,425	494	103	48	45	690
Sheridan	1,677	3,384	300	95	33	23	451
Valley	4,926	7,369	535	158	53	56	802

^ Square Miles: Land area from Census 2010

* Non-employer Statistics: Data by Industry for businesses that have no paid employees and are subject to federal income tax.

Note: 2008 is the most current year for establishment data available from the U.S. Census Bureau.

Establishment/Employment and Population Data

Source: U.S. Census Bureau, County Business Patterns, 2008; Non-employer Statistics, 2008; and Census 2010 Population Compiled by: SBDC, MTD0C, 4/11

A4. Certified Regional Development Corporation Regions: map

